

4th Estate Executive Forum

Strategic Thrust #3: "Take care of our people"



Frank J. Anderson, Jr.
Director, Human Capital
Initiatives

March 19, 2008

Guiding Principle:

The AT&L team will operate as a neighborhood, collaborating and developing people to strengthen the community.



Discussion Topics

Director, Human Capital Initiatives Update and Way Ahead

- ☐ DoD Civilian Human Capital Strategic Plan
- ☐ Comprehensive Workforce Data Analysis Capability
- ☐ The AT&L State of the Workforce Report
- ☐ The AT&L Competency Management Initiative



Defense Acquisition Workforce Section

- Congressional Interest & Direction
 - 1122, 851 & 852
 - DoD Civilian Human Capital Strategic Plan
 - AT&L Human Capital Strategic Plan
- Defense Acquisition Workforce Development Process
 - Catalogued Components & Functional Inputs
 - Review and Qualifying Criteria
- Way Ahead
 - Continue Collaborations with Stakeholders



DoD AT&L Workforce -- Congressional Interest

Public Laws and Selected Pending Bills (FY06 - FY08)

Laws and Pending Bills

Human Capital Plan (5)

FY06 NDAA Sec 1122 Do DoD HCSP
(Issued June 2006)

FY07 NDAA Rpt 109-254 Do STEM Shaping Survey/Report
(in-progress—to be submitted with DoD Civilian HCSP)

FY08 NDAA Sec 802 Do AT&L Section/Part of FY08 DoD HCSP
(Now Section 851 FY08 NDAA/HR4986)

FY08 Def Appro Rpt 110-279 Do AT&L HCSP (Report w/in 90 d
(in-progress; submit as part of March 2008 HCSP update)

FY08 HR1362 Sec 203 & S680 Sec 101 OFPP WF Study/Define
(Now Section 855 FY08 NDAA/HR4986)

Size & Composition (3)

FY06 Sec 343 Performance of Certain Work by Govt
(USD ATL policy memo July 2007; repealed/replaced in FY08 NDAA, Sec

FY08 HR1585 Sec 806 DoD estab appropriate acq workforce s
(Now Sec 802 FY08 NDAA/HR4986)

FY08 HR1585 Sec 825 OFPP Study of workforce functions, co
(Now Sec 855 FY08 NDAA/HR4986)

Ethics (1)

FY07 NDAA Sec 813 Establish Panel on Contracting Integrity
(First report delivered, including workforce section, Jan 2008)



DoD AT&L Workforce -- Congressional Interest

Public Laws and Selected Pending Bills (FY06 - FY08)

Laws and Pending Bills

Qualified Workforce (9)

FY06 NDAA Sec 814 Review of Def Acq Structures & Capabilities
(Report submitted to Congress June 2007)

FY06 NDAA Sec 821 Enables DoD use of SARA Training Fund
Funding used to support DoD acquisition workforce needs)

FY06 NDAA Sec 1104 Makes permanent SMART Education Program

FY07 NDAA Sec 801 Requirements Training
(update report provided to Congress; training deployment in-progress)

FY07 NDAA Sec 820 Performance of Critical Acq Functions (w/in
(in-progress; report to Congress in signature/review process)

FY07 NDAA Sec 853 Program Manager Empowerment/Accountability
(Report to Congress Oct 2007)

FY07 NDAA Sec 1102 Improve DoD senior mgt, funct, technical v
(DoD Civilian HCSP June 2006)

FY08 HR1362 Sec 204/HR1585 Sec 802 Repeal SARA fund sunset
(Sec 854 FY08 NDAA/HR4986 would repeal sunset provision; make fund per

FY08 S680 Sec 101 OFPP establish intern program
(Did not survive in Sec 855 of FY08 NDAA/Conf)

Recruiting & Retention (3)

FY08 NDAA S1547 Sec 844 DoD estab Acq Workforce Development
(now Section 852 in FY08 NDAA/Conference version; planning in progress)

FY08 NDAA HR1585 Sec 815 Extends auth to fill critical acq posit
(now Section 853 in FY08 NDAA/HR4986/does not apply to DoD/fix in-progr

FY08 NDAA HR1585 Sec 661 Modifies payback of mil PM retention
(now Section 661 in FY08 NDAA/HR4986)



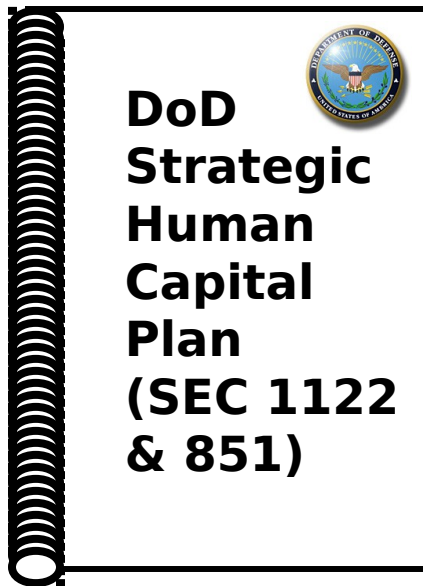
Congressional Requirement: Develop DoD Human Capital Strategy

- **NDAF FY06, Sec. 1122: Requires DoD to publish a civilian human capital strategic plan (CHCSP) due 1 March of each year, 2007-2010.**
 - **Assessment of:**
 - Existing and projected critical skills and competencies needed in the workforce
 - Projected trends in the workforce based on expected losses due to retirement and other attrition
 - Gaps in the existing or projected civilian workforce
 - **Plan of Action to address gaps:**
 - Specific recruiting and retention goals
 - Specific strategies for development, training, deploying, compensating, and motivating the civilian employee workforce



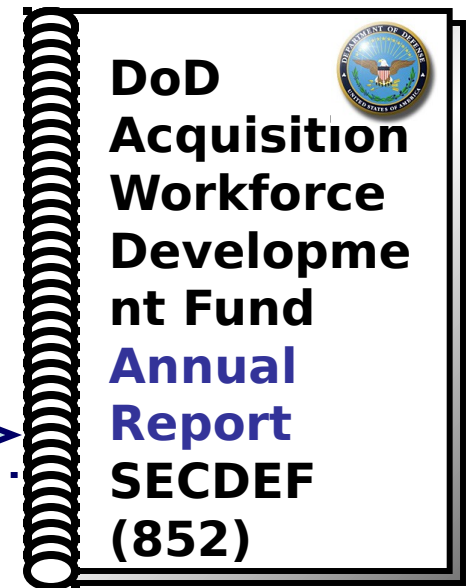
2008 Congressional Requirements

1122/851



Planned April
Delivery

852



Due 30 Nov
2008



DoD Human Capital Strategic Plan Efforts to Date

- DoD Civilian Human Capital Strategic Plan (CHCSP)
 - As required by the FY06 NDAA SEC 1122
 - Published DoD CHCSP – Jun 06
 - Published DoD CHCSP Report – Nov 07
- AT&L Human Capital Strategic Plan
 - Published AT&L HCSP v1.0 - Jun 06
 - Published AT&L HCSP v3.0 - Jun 07

Currently Working With USD (P&R) to Publish a Comprehensive DoD CHCSP



Reviewing and Qualifying Criteria of Initial Submissions

Each Initiative:

Targets a specific area of need although it may cover more than one.
Has a companion funding stream across the FYDP

Is based on workforce analyses of all DoD Components

Dependent on funding availability

Requires recurring update to include adjustments, future requirements and funding



SECTION 851 AREA OF NEED		INITIATIVE:				
<p><u>Paragraph C1</u> Gaps in the Skills & Competencies of the Current or Projected Defense Acquisition</p>		<p><u>Objective:</u> What is this initiative attempting to solve/reconcile? <u>Targeted Gap/Need:</u> What specific deficiency does this address? <u>Outcome Metrics:</u> How did we know we got it right?</p>				
FY 08	INITIATIVE CRITERIA				FY 12	Total
<ul style="list-style-type: none"> What is the deficiency/desired outcome? Is there a complete and credible implementation plan? How will success will be <u>Measured</u> (e.g.Outcome Metrics)? Is Funding Profile <u>Realistic</u>, <u>Detailed</u>, & <u>Aligned</u> with implementation plan? Is this initiative <u>Unique</u> or can it be tailored into an enterprise-wide initiative? 						
SECTION 851 AREA OF NEED		INITIATIVE:				
<p><u>Paragraph C4</u> Incentives for attracting new, high-quality personnel to the DAW</p>		<p><u>Objective:</u> What is this initiative attempting to solve/reconcile? <u>Targeted Gap/Need:</u> What specific deficiency does this address? <u>Outcome Metrics:</u> How did we know we got it right?</p>				
FY 08	FY 09	FY 10	FY 11	FY 12	Total	



Framework Process

SEC 851 "Areas Of Need"

C1: Gaps in the skills and competencies of the current or projected defense acquisition workforce (**existing learning framework**);

C2: Changes to the types of skills needed in the current or projected defense acquisition workforce (**new learning framework**);

C3: Incentives to retain in the defense acq workforce qualified, experienced defense acquisition workforce personnel (**retaining**);

C4: Incentives for attracting new, high-quality personnel to the defense acquisition workforce (**recruiting**);

Initiative Category

- Increase Training Capacity
- Workforce Information and Analysis

- Acquisition Leadership Training
- New Acq Training & Methods of Delivery
- ~~Advanced Education/Training~~

- Retention Incentive Strategies

- Early Career Development (Interns)
- Mid/Late Career Recruiting/Development



Framework Process

Initiative Category

Total Min: \$3,000M (Six Years)
Total All Proposals: \$6,304.8M (Six Years)

Initiative Line Items

- Increase Training Capacity
- Workforce Information and Analysis

- Acquisition Leadership Training
- New Acquisition Training & Methods of Delivery
- Advanced Education/Training

- Retention Incentive Strategies

- Early Career Development (Interns)
- Mid/Late Career Recruiting/Development

Retention Incentive Strategies										
Recruitment Incentives										\$ 51,997
Incentives to retain in the defense acquisition workforce qualified, experienced defense acquisition workforce personnel										\$ 41,455
Dollars in \$000										\$ 7,583
		FY08	FY09	FY10	FY11	FY12	FYDP-TOTAL			\$ 7,750
1	Gaps in Skills & Competencies									\$ 143,264
Gaps in the skills and competencies of the current or projected defense acquisition workforce:										\$ 2,750
										\$ 5,000
										\$ 116,535
Increase Training Capacity										
1	Training Capacity Expansion	\$ 73,832	\$ 76,104	\$ 77,018	\$ 80,078	\$ 84,294	\$ 391,326			\$ 1,169,236
2										\$ 143,264
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99										\$ 2,750
100										\$ 5,000
Sub Total:		\$ 7,941	\$ 22,497	\$ 30,342	\$ 30,151	\$ 30,353	\$ 121,284			\$ 446,365
Subtotal		\$ 145,160	\$ 184,473	\$ 216,406	\$ 240,073	\$ 264,859	\$ 1,090,970			\$ 2,374,423
Subtotal		\$ 43,318	\$ 79,928	\$ 93,728	\$ 98,681	\$ 99,767	\$ 415,452			\$ 2,374,423

**Grouped Initiatives by
Overarching Category and
Then Initiative Line Item
(e.g., intern proposals)**

**FY08 (Baseline)
Proposed
Program
(Assuming Minimum
Funding Amount)**



852 Proposal Submissions

Initial Submissions (as of 18 March 08)

Component	Gaps in Skills & Competencies	Skills Needed	Retention Incentives	Recruitment Incentives
Army - 9	1.5M	20.7M		2.2M
Navy - 17	477.3M	20.0M	40.5M	265.2M
Air Force - 15	603.9M		42.9M	186.7M
AT&L - 22	611.5M	214.0M	99.1M	1,671.3M
Others - 24	104.9M	9.9M	165.4M	368.5M
Parking Lot-2	1,396.4M			
Total: 86		4,908.4M (excluding Parking Lot)		

Example: Proposal Grouped Under Initiative Line Item

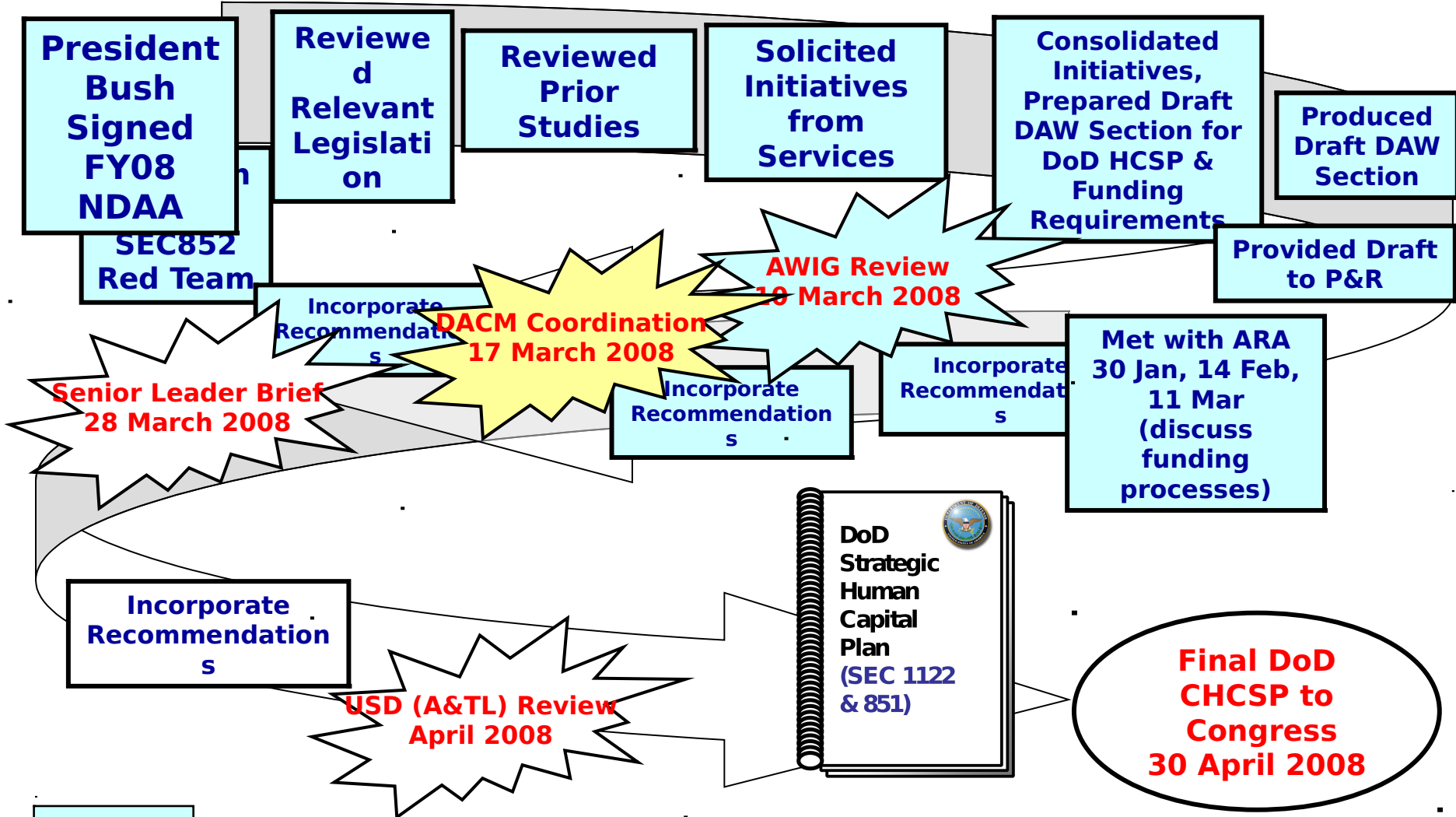
- Several intern program proposals received
- Grouped for review/assessment under enterprise Line Item initiative

54	AT	AT&L Intern Program (includes DCMA + 400 interns)	} One Intern Enterprise Initiative Line Item (some duplication)
55	AF	Increase # of Interns (+ 240)	
56	N	Increase # of Interns (+ 209 -> + 544)	

Note: 86 Proposal Submissions Received



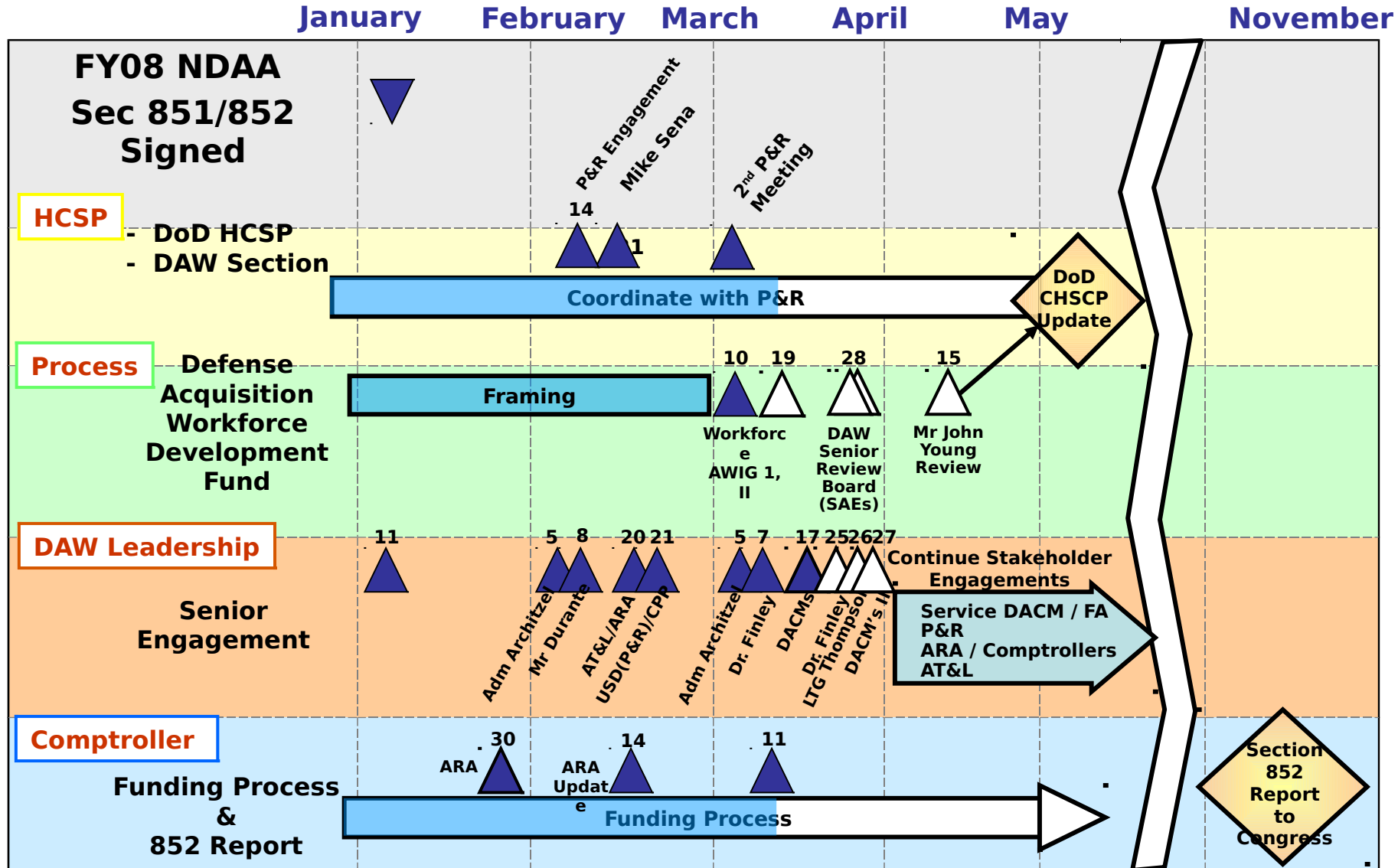
SEC 851 / SEC 852 Roadmap



Theme: Transparency



Section 851/852 Planning





Thank You for Your Teamwork

Together, We Can Achieve



4th Estate DACM Business Update

- **Supporting our agency career management offices:**
 - Distributes training resources (Quotas, Budget) and assists with DAWIA policies
 - Provides tools to aid in career management
 - Deployed: Registration, Continuous Learning Tracking, Automated Certification and Acquisition Corps Memberships
 - Planned improvement: automated document upload
 - Coming soon: IDPs and Position Tenure/Waiver Tools
- **Engagement Plan**
 - Visits by DACM to customers with DACM and AWCM initiatives (data, competency, day-to-day issues)
 - 4th Estate Summits: March 30, 2007, Sep 12, 2007, Feb 27, 2008
 - 4th Estate Executive Forum Oct 29, 2007, March 19, 2008
 - **Will now go on quarterly basis**